

## Shackleton's Way of Getting the Group Through a Crisis



- ➊ When crisis strikes, immediately address your staff. Take charge of the situation, offer a plan of action, ask for support, and show absolute confidence in a positive outcome.
- ➋ Get rid of unnecessary middle layers of authority. Direct leadership is more efficient in emergency situations.
- ➌ Plan several options in detail. Get a grasp of the possible consequences of each, always keeping your eye on the big picture.
- ➍ Streamline supplies and operations so they won't slow you down.
- ➎ Give your staff an occasional reality check to keep them on course. After time, people will start to treat a crisis situation as business as usual and lose their focus.
- ➏ Keep your malcontents close to you. Resist your instinct to avoid them and instead try to win them over and gain their support.
- ➐ Defuse tension. In high-stress situations use humor to put people at ease, and keep your staff busy.
- ➑ Let go of the past. Don't waste time or energy regretting past mistakes or fretting over what you can't change.
- ➒ Ask for advice and information from a variety of sources, but ultimately make decisions based on your own best judgment.
- ➓ Let all the people involved in the crisis participate in the solution, even if that means doling out some work that is less than vital.
- ➔ Be patient. Sometimes the best course of action is to do nothing but watch and wait.
- ➕ Give your staff plenty of time to get used to the idea of an unpopular decision by leaking early details.